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**QUESTIONS FOR EASTERN MICHIGAN UNIVERSITY AND WESTERN  
MICHIGAN UNIVERSITY APPOINTEES**

**1. What goals would you like to achieve during your time on the board?**

During my tenure on the Western Michigan University Board of Trustees, I would like to witness growth of the university as evidenced by an increase in student population, enhanced perception of the university by its students, parents, alumni, faculty, State of Michigan residents and the greater Kalamazoo community.

**2. In your discussions with the governor's office prior to your appointment, what was the general charge given to you?**

I was interviewed by the Governors, Director of Appointments and her assistant prior to the general election. There was no general charge provided or given. My recollection of the conversation was that it was more general than specific.

**3. Over the last 15 or 20 years it seems that all state universities have been expanding programs to try to offer everything to everyone. Do you think this is a good idea?**

It is somewhat natural that university's pay attention to their customers, i.e. the students they compete for. Decisions to attend a university are driven by many factors. From a very high altitude view, it makes sense that university's not replicate and that in fact, use scarce resources to specialize. Unfortunately, a total shift to specialization would assure that some students are left unserved and therefore, uneducated. It does make sense that university's offer broad areas of education for their regional customers while also developing niche areas of expertise that try not to replicate centers of excellence that already exist that serve the state's population of qualified and deserving students.

Each university, through its leadership and governance of the board of trustees, must evaluate its mission, vision, strengths and challenges while being effective stewards of its resources and ability to produce financial stability.

**4. There is a proposal to separate funding of the State's three research universities from the other twelve universities. Should the University of Michigan, Michigan State University, and Wayne State University be funded separately?**

Your question implies that Western Michigan University is not a Doctoral I Research University. Frankly, this is a perception that we have been battling in the state

legislature for over twenty years. There is a difference between theoretical research and applied research, both of which are important. It could also be argued that applied research is much closer to commercialization, internships, economic development and employment.

Currently, the funding mechanism for state universities is far too political and not based enough upon actual “on the ground” facts. Each university has core education requirements that, by their nature, ought to have somewhat common budget requirements.

It makes little sense for a state university that has the majority of its students in “general or core education” requirements to be funded at or above a state university that has Doctoral I Research programs that are indeed fully attended and yet under funded. The good news is that we are all smart enough to figure this out if we are willing to depoliticize the process.

**5. Under what circumstances would you vote to increase tuition at your school?**

As an entrepreneur and employer of approximately 800 people, I have been frustrated with the above inflation increase in university and college costs. We must solve this if we are to restore access to education, which is the key to our economic survival. I will be a very tough sell on room and board and tuition increases above inflation.

**6. Do you think your university has done a good job of controlling costs? Where would you find additional cost savings?**

My general impression is that we can always do more with less. My frustration has been that I see other universities doing less with more. There is a general impression that faculties are under worked and over paid. I’ll be eager to get to know the facts and to see exactly how revenue is allocated.

**7. What type of outcomes should the university measure to determine if it is being successful? (i.e. graduation rates, how long it took to graduate, job placement in the graduates major, etc.) Does your university currently do anything like this?**

The outcome you described is important. Yes, I’ve had the benefit of reviewing a recent study of the outcomes you described plus many others that are being measured at WMU. All of these metrics assist in understanding the variety of customers that a university has.

**8. What is your position on the importance of state universities as authorizers of charter public schools?**

Charters schools are in an evolutionary stage that requires assessment and solid measurement without agendas. Most states, Michigan included, have difficulty measuring outcomes without filtering those situations through agendas. To the extent that universities can provide a framework free of agendas, it makes sense to involve them.

**9. What is your opinion of the new constitutional amendment banning the use of race and gender preferences in public university admissions? How will you ensure that the amendment is implemented at your university?**

I did not support the amendment, in fact, I contributed money to try to defeat it. I hope to live long enough to see affirmative action unnecessary. In my opinion, we are not there yet. I believe a means adjusted test to affirmative action would have made sense. A third generation neurosurgeon's daughter who happens to be a minority needs little preference. The reality is, race or gender based affirmative action plans have never had means tests. If the majority were right, the majority would be rich. Our history shows us that a majority based referendum doesn't always produce results that advance society. We are only four generations removed from slavery. My grandmother was born at the conclusion of the civil war. Our country's economics and in fact, civil destiny, requires that we make serious progress in the educational level of our most desperate population. By any measure, that population total includes disproportionate representatives of minorities and women.

The referendum allowed race fears to succeed. In Michigan, a large number of middle class citizens are unsettled about their future. It is natural that this feeling played into the hands of those that feel that the race to college is even, when it is not.

The population voted, the referendum passed and now universities must be creative in ways to raise private dollar support to continue to provide opportunity for those trying desperately to improve their lives and the lives of their children. It's in our best interest that they do.

**10. In which areas of technological research does your university specialize? How effective is your school at commercializing this research to help grow the state's economy?**

Western Michigan University has been a world class leader in blind rehabilitation, speech pathology, deaf education, paper technology research, flight safety training

and engineering, public accounting, math education, applied health sciences and applied engineering. Additionally, WMU has developed a bioscience research and commercialization center working with the Southwest Michigan First Life Science Innovation Center that has, in joint cooperation, produced actual companies and commercialized products and services. It is a model that can be utilized by our entire state for diversification of our economy.

**11. Do you see postsecondary education as mainly a conduit to the work world or is there intrinsic value to pursuing a higher education?**

The liberal arts core of any education must be defended. Culture, art, language community history, civilization, communication, the ability to read, write and compute are all essential to the perpetuation of our society as well as our fellow citizen's ability to reeducate and retrain themselves as the ever present forces of globalization impact us.

**12. Do you think that K-12 institutions are doing a good job of preparing students for college? Why?**

The answer is, of course, mixed. Excellent students tend to achieve at increasing levels while students with challenges seem to be falling further behind. This impression is more anecdotal than fact. The gap between classes continues to accelerate. We desperately need to turn the widening of this gap around. Some believe the answer is to tax the wealthy and transfer tax obligation to those that already pay the vast majority of taxes. I prefer to enhance opportunities for those who are the most desperate so that hope is an option. This includes both public policy as well as private dollar support. If the interest is in our heart, we are smart enough to accomplish the task.